

The Sonoma County Community
Development Commission
Is Seeking An Experienced
Housing & Community
Development Official To Serve As
Community Development Manager



SONOMA COUNTY COMMUNITY DEVELOPMENT COMMISSION

"A Tradition Of Excellence"



THE REGION

Famed horticulturist Luther Burbank said of the Sonoma County region: *"I firmly believe, from what I have seen, that this is the chosen spot of all this earth as far as Nature is concerned."* Located about one hour's drive north of San Francisco, Sonoma County combines the dramatic beauty of the rugged Pacific coastline, with majestic old growth redwoods, the winding Russian River, abundant vineyards, rolling hills and a mild climate year-round. The original home of northern California wine production, Sonoma County remains one of the largest producers of quality wine in the country. Aside from its award winning wineries, the County offers countless other attractions that make it a prime vacation and getaway destination. The beauty of the area has attracted artists and craftsman colonies, rejuvenating spas, fine dining, and a wide variety of entertainment and cultural activities.

Sonoma County is the largest county in the North Bay, covering 1,604 square miles and is home to over 475,000 residents. Santa Rosa (pop. 155,000) is the County seat and center of government, commerce and medical facilities. The County features nine incorporated cities (Cloverdale, Cotati, Healdsburg, Petaluma, Rohnert Park, Santa Rosa, Sebastopol, Sonoma and Windsor), each maintaining a small-town feel despite ongoing growth.

The County's economy has been largely based on agriculture and tourism, but light manufacturing, services, research and development, and high-technology industries are now major contributors. Four acute care hospitals, a trauma center and 19 specialty medical facilities offer excellent health care services. Local schools continually rank high on California's Academic Performance Index. Santa Rosa Junior College and Sonoma State University offer higher education opportunities.

Recreational opportunities and entertainment choices are plentiful in Sonoma County. Cultural venues are abundant through a variety of festivals, celebrations, theatre shows and events. The broad spectrum of outdoor activities includes bicycling tours through vineyards, tennis, camping, beachcombing, historic walking tours, and golfing on one of the area's many championship courses. Auto racing enthusiasts can witness championship competition at Infineon Raceway, including an annual NASCAR event in June. Gourmet restaurants are sprinkled throughout the region, as are many mineral-spring spas. All of these pursuits can be enjoyed while being surrounded by rolling hills, majestic trees, crashing waves and mountains of stunning beauty.



COUNTY GOVERNMENT

The County of Sonoma is governed by the five-member Sonoma County Board of Supervisors and is comprised of 28 departments that provide a full range of services to the community through its 4,000 employees. Sonoma County government has a history of providing excellent and responsive public service while operating under sound fiscal principles.

Sonoma County government enjoys stability in leadership. The five supervisors are elected from districts for four-year terms, and four of the five Board members are currently serving a second, third or fourth term. Additionally, the County boasts a strong group of department heads averaging ten years of service in their appointed positions.

Department heads routinely team with middle management on successful initiatives, such as the recently completed long-term workforce and succession plans in anticipation of "baby boomer" retirements.



COMMUNITY DEVELOPMENT COMMISSION

The Community Development Commission (CDC) is established as a separate public and corporate entity pursuant to Section 34110 of the California Health and Safety Code, which enables a community to have the option of operating its redevelopment agency and its housing authority under a single governing board. The Board of Supervisors is designated as the Board of Commissioners of the CDC.

The CDC has been administering affordable housing and community development programs since 1978. The Housing Authority offers rental assistance to very low-income tenants through subsidized rents (Section 8 housing choice vouchers and Shelter Plus Care). The Housing Rehabilitation Programs provide grants in the flood-prone areas of the County in order to elevate homes and offer repair grants to assist low-income owner-occupants throughout the County. The Redevelopment Agency undertakes activities to encourage creation and preservation of affordable housing and to upgrade commercial centers within the County's three redevelopment project areas. The Community Development Division operates a variety of programs, described further below.

Community Development Division

The Community Development Division administers the distribution and use of funds from the federal Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME) and Federal Emergency Shelter Grants (FESG) programs. The Division uses CDBG and HOME funds, as well as funds from other federal, State and local sources, to administer a range of housing programs designed to assist low to moderate-income homeowners, first-time homebuyers, tenants and homeless people. Below-market rate loans and regulatory incentives are provided to local developers to assist in the creation of new affordable rental and ownership housing units, preservation of existing rental units, and creation or renovation of transitional housing for the homeless. Deferred-payment loans are offered to low and moderate-income households to assist them in the purchase of their first homes. Through a unique employer-assisted housing program, local funds are used to provide loans to County employees to assist in home purchase or payment of delinquent housing expenses.

The Community Development Division also encourages and supports neighborhood and community preservation. This includes revitalization of distressed neighborhoods and public improvements (such as streets, sidewalks, sewer and drainage systems), and construction or renovation of public facilities (such as homeless shelters, senior centers, libraries, and parks), in conjunction with other public agencies. Using CDBG funds, below market-rate loans and grants are provided to County departments, municipalities, and non-profit organizations to help pay the cost for this work.

The Community Development Division uses CDBG and Federal Emergency Shelter Grants funds to provide grants to non-profit, community based organizations to help pay for a variety of public services to assist the County's low-income residents, including the

operation of homeless shelters, homeless prevention programs, youth activities, fair housing information and mediation, substance abuse treatment, job training and other family self-sufficiency activities.



THE POSITION

The Sonoma County Community Development Commission is seeking a collaborative and experienced leader to become its next Community Development Manager. This vacancy stems from the promotion of Kathleen Kane to CDC Executive Director. The current Executive Director, Janie Walsh, will soon be retiring following 19 years of service as Director. Reporting to the Executive Director, the Community Development Manager plans and directs the housing and community development projects and programs of the Community Development Division.

The Community Development Manager provides leadership and administrative policy direction for a staff of seven: Community Development Assistant Manager, Community Development Coordinator, Housing Assistant, Community Development Assistant, Affordable Housing Assistant Manager, Affordable Housing Specialist, and Affordable Housing Assistant. Division budgets total approximately \$7 million. Community Development Commission resources include a staff of 47 full-time employees and a FY 04-05 budget of \$47 million.



CURRENT ISSUES AND PRIORITIES

In preparation for the recruitment of a new Community Development Manager, CDC officials have identified the principal issues and priorities that will need to be addressed by the successful candidate:

Federal Regulations

New mandates from the Department of Housing and Urban Development (HUD) are affecting the way housing and community development agencies operate nationwide. Given this trend, the new Community Development Manager will need to work collaboratively with the CDC Management team and staff to continually analyze the needs of the CDC and the resources available, and to monitor the use of HUD funds to ensure compliance with increasingly complex federal regulations.

Urban County Entitlement

Sonoma County is an Urban County, comprised of the unincorporated County, the cities of Cloverdale, Cotati, Healdsburg, Rohnert Park,

Sebastopol, Sonoma, and the Town of Windsor, for purposes of the Community Development Block Grant Program, HOME Investment Partnerships Act Program, and Federal Emergency Services Grant Program. The CDC is the responsible agency for the Urban County. The Community Development Division must complete a new five-year Consolidated Plan and one-year Action Plan to be effective beginning July 1, 2005, and is working to update the required Analysis of Impediments to Fair Housing Choice. In addition, the Division will need to work with the seven participating municipalities to execute a new Joint Powers Agreement in order to complete the Urban County requalification process prior to the end of June 2005.



MISSION STATEMENT

"The Community Development Commission is dedicated to enhancing the lives of the people of Sonoma County. We promote decent, affordable housing and improve neighborhoods and communities by

- *Providing rental assistance to lower income households.*
- *Facilitating self-sufficiency for participating families.*
- *Funding non-profit organizations, public service programs, public works projects and housing rehabilitation and development.*
- *Offering financial assistance to property owners and builders in the county's redevelopment areas.*
- *Providing home ownership opportunities.*

We are committed to providing services to our customers and co-workers in an effective, efficient and respectful manner."

Homelessness

The CDC will continue to function as a lead agency for the local Continuum of Care planning process and will develop a countywide Homeless Management Information System (HMIS) as required by HUD to enable the County and community based organizations to continue receiving federal McKinney-Vento funding. The CDC will also continue overseeing the operation of the recently established county-owned 30-bed homeless shelter.

Affordable Housing Needs and Restrictions

The CDC is charged with assisting the development of quality affordable housing in the unincorporated areas of the County and in the seven cities that participate in the Urban County entitlement programs. The Community Development Division is responsible for

monitoring compliance with affordability restrictions at developments throughout the County. A number of long-term agreements with affordable housing complexes in the County are set to expire soon. The challenge lies in seeking resources to subsidize and extend rental housing restrictions so that low income families will continue to have available affordable rental housing. In addition, given the decreasing funding stream from HUD, it is imperative for the Division to continue administering other alternative sources of funding to supplement the need for new affordable housing. Current funding sources include \$1.85 million in State grants to match the \$1.1 million County Fund for Housing and \$900,000 in State funds to assist first-time homebuyers in a new "sweat-equity" development.

Policy and Program Development

Working together with the County's planning department staff, the CDC is making several recommendations to the Board of Supervisors for changes to the County's Zoning Ordinance in order to implement several programs included in the County's State-certified Housing Element. The Community Development Division staff will play a key role in policy and program development, and will be responsible for administering the new Zoning Ordinance programs that involve affordable housing funding, as well as affordable rental and sales restrictions.



QUALIFICATIONS AND COMPETENCIES

The Community Development Manager of the Sonoma County Community Development Commission must be a highly skilled individual with extensive management and administrative skills, and have a strong understanding of housing and community development programs, including Community Development Block Grant, HOME Investment Partnership, and Federal Emergency Shelter Grant Programs. The new Manager must be experienced working with HUD programs, and have an acute understanding of affordable housing development and finance. The ideal candidate is a strategic thinker capable of implementation through teamwork and collaboration and must be able to communicate effectively with people from all walks of life, including tenants, elected officials, commissioners, executive team members, local non-profit organizations, and other county and city department staff.

The Manager will continue to promote the agency-wide objectives and guide the implementation thereof through programs and practices reflecting the Commission's vision, strategic plan and organizational culture. A Bachelor's degree in business, public administration or closely related field and substantial relevant experience are required. A Master's degree is desirable. The Manager must maintain a valid California driver's license and insurability.

In addition to the foregoing requirements, CDC leaders have identified the following additional abilities and skills that the ideal candidate will possess:

- Inclusive, team-building management style
- Excellent oral and written communication skills
- Approachable and accessible
- Strategic orientation and ability to anticipate issues and problems
- Track record of success in promoting measures designed to increase organization efficiency and effectiveness
- Strong leadership skills; provides direction and vision for the staff
- Empowers staff
- Politically astute, yet not political
- Focused on both internal and external customer service
- Ability to work effectively with a diverse group of people
- Flexible and unbiased, with a high level of integrity
- Creative and visionary
- Multi-tasker; able to work on various programs at one time
- Ability to produce a high quantity of work in a professional manner
- Passion for his/her work
- Sense of humor



COMPENSATION & BENEFITS

The current salary range for the Community Development Manager is up to \$92,544. The County offers an attractive benefit package, the central provisions of which include:

- Retirement Plan – County Retirement Act of 1937 partially integrated with Social Security 3% at 60 program
- Deferred Compensation – County contributes 4.5% of salary to 401(a) account. Employees may also contribute to a 457 plan
- Health Plan – County currently pays 85% of premium for employee and family
- Dental Plan – Coverage for employee and family
- Family Vision Care, Long-Term Disability Insurance, Life Insurance – County pays for full costs of premium
- Vacation – 15 to 24 days depending on length of service
- Holidays – 11 days per year plus 17 floating holiday hours
- Sick Leave – 12 days annually with unlimited accrual



APPLICATION AND SELECTION PROCESS

To be considered for this challenging and rewarding career opportunity, please submit your resume, list of three work-related references and current salary. Resumes should reflect years **and** months of positions held, as well as size of staff and budgets you have managed. Forward your materials by **Monday, November 22, 2004** to:



CPS Executive Search
241 Lathrop Way
Sacramento, California 95815
Tel: 916 263-1401
Fax: 916 561-7205
E-mail: resumes@cps.ca.gov

Recruitment brochure: www.cps.ca.gov/search
Visit Sonoma County website at: www.sonoma-county.org

Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will participate in a preliminary screening interview with the consultant in late November/early December. In consultation with the consultant, CDC officials will select a small number of finalists to be interviewed in early January. An offer of appointment is expected shortly thereafter, following extensive reference and background checks that will be coordinated with the successful candidate. For additional information about this position, please contact Stuart Satow.